

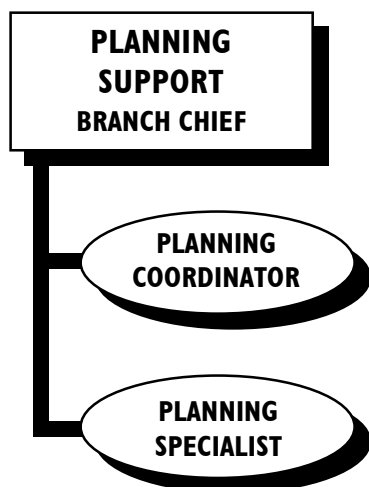
## IV. PLANNING SUPPORT BRANCH

### A. MISSION AND RESPONSIBILITIES

The mission of the Planning Support Branch is to process information and intelligence, identify and anticipate problems, project future requirements, and manage ERT planning to support FCO priorities and ERT operational objectives. Responsibilities include, but are not limited to, the following:

1. Coordinating, facilitating, developing, and producing:
  - a. Operational Period (OPeriod) Action Plans.
  - b. Contingency Plan(s), as required.
  - c. ERT Management (e.g., Strategic) Plans
2. Maintaining an up-to-date ERT Meeting Schedule and Calendar.

**Figure IV-1**  
**Planning Support Branch**



### B. ORGANIZATION

The Planning Support Branch consists of three designated functional positions, led by a branch chief. In some cases, a fourth position (Clerical Specialist) may be required to provide dedicated administrative support. As always, staffing of individual positions will be determined by the magnitude and scope of the disaster and evolving requirements of the Information and Planning Section and ERT. The three standard branch positions are depicted in the organizational chart at left. Individual position descriptions and responsibilities are outlined in Appendix G.

### C. PLANNING

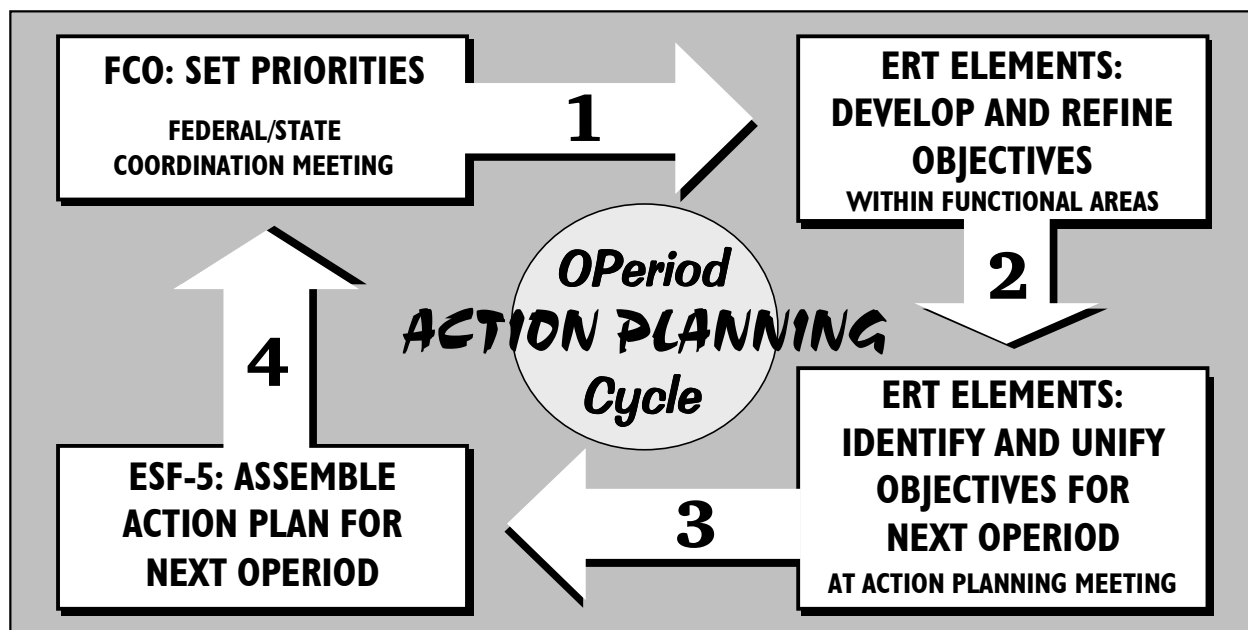
Planning is an essential ERT-wide activity. It is performed on a continuing basis by *all* ERT elements and components during *every* stage of the emergency or disaster response. ERT planning supports short-range objectives, broader long-range goals, and specific requirements such as potential contingencies, ERT transitioning procedures, or ERT demobilization. Regardless of focus, the necessity for planning is apparent: actions and activities must be *validated* as necessary and *coordinated* with supporting and supported agencies. Clearly, allowing rogue or uncoordinated planning activity to take place would not be in the best interests of the FCO, ERT, or response mission. The Information and Planning Section (specifically the Planning Support Branch), is charged with ensuring that *all* planning is coordinated (i.e., every ERT element is aware of what every other ERT element is planning) and supports the priorities established by the FCO. The baseline framework within which ERT planning

management and activity occurs is the Operational Period (OPeriod) Action Planning Cycle.

#### D. THE OPeriod ACTION PLANNING CYCLE

The OPeriod Action Planning Cycle is essentially a four-stage process that begins with the identification of priorities and concludes with the development and distribution of an approved OPeriod Action Plan. All functional ERT elements and components must be involved in the process. The four major stages of the process are described below, as well as represented in the diagram at Figure IV-2.

Figure IV-2 - ERT OPeriod Action Planning Cycle



##### 1. Stage ONE: Identify FCO Priorities

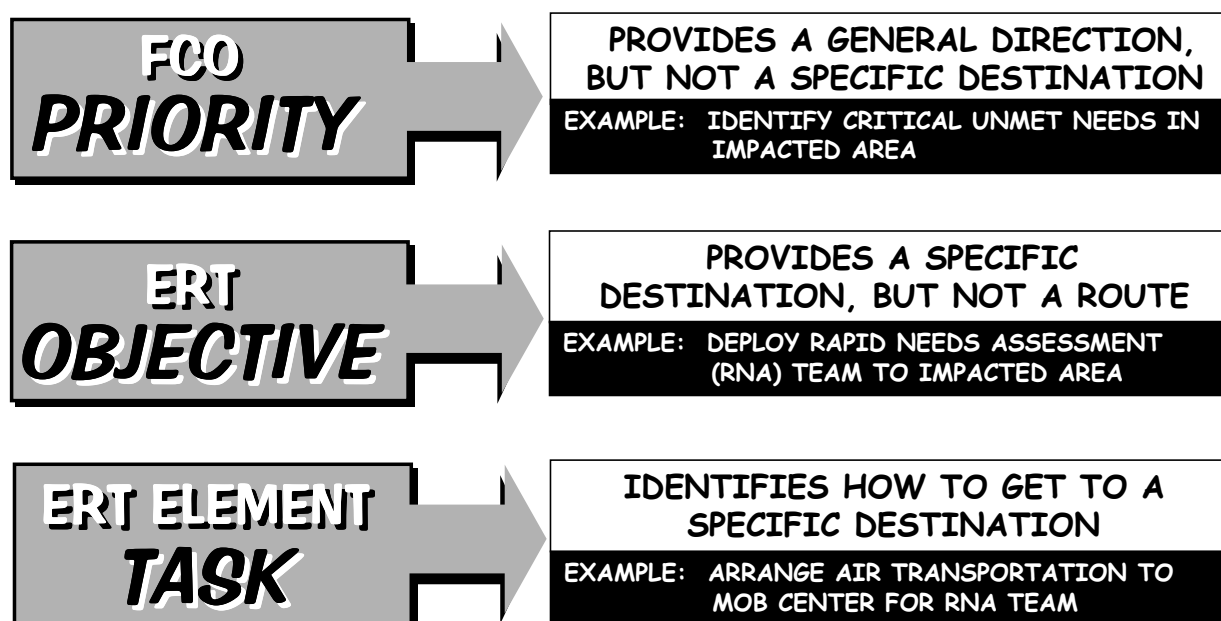
a. The OPeriod Action Planning Cycle begins with the development of FCO priorities. FCO priorities represent -- at a given time and point in the response effort - the key or critical interests of the FCO, and provide a unified direction for ERT operations, activities, and strategies. FCO priorities should complement, if not mirror, the priorities of the State, particularly during the initial response stage. Normally, the FCO and State Coordinating Officer (SCO) will determine their priorities at the beginning of the operational period, during or prior to a joint FCO/SCO meeting.

b. FCO priorities are directions, they do not (necessarily) identify specific destinations. Their purpose is to ensure that ERT response efforts are focused toward the resolution of high-interest concerns, without specifying the method. Even though priorities are re-examined and revalidated on a daily basis, they may or may not change from OPeriod to OPeriod.

c. FCO priorities may or may not be resolvable within a single operational period, or even several OPeriods. For example, while an FCO may make the establishment of a DFO a priority, it may be a week or more before a facility is located and a DFO established.

d. At the beginning of each Operational Period, the Planning Support Branch (normally the Planning Specialist or Branch Chief) will provide an Operational Objective Status Briefing. This briefing characterizes the status of current or previous operational objectives for the FCO and senior ERT staff. This briefing should be presented prior to or during the FCO Staff Meeting, and is designed to facilitate the FCO's determination of priorities for the *next* OPeriod.

**Figure IV-3 - Key Action Planning Elements**



## 2. Stage TWO: Functional Area Planning

a. The second stage of the OPeriod Action Planning Cycle is the development of operational objectives. Operational objectives are developed by the major functional areas (section level or commensurate) to support the FCO priorities. Operational objectives are the ERT's plan to address the FCO's priorities during the next operational period. However, unlike FCO priorities, operational objectives are more specific and designed to be achieved within the timeframe of the operational period. To be effective, an operational objective must reflect a desired outcome that can reasonably be expected to be achieved by the end of the OPeriod.

b. Following the announcement of new (or affirmation of existing) priorities by the FCO, the various ERT functional elements will, throughout the course of the day, develop new and/or refine carryover operational objectives for the next OPeriod. This

planning activity is a responsibility of each individual ERT element. The end-result of functional area planning is the development of a “to-do” list of objectives for the next OPeriod. Later, during the daily OPeriod Action Planning Meeting, the FCO (or designated representative) and functional area representatives will unify, consolidate, and validate those objectives. The set of established and agreed-upon, FCO-approved objectives represents the overall ERT operational strategy for an upcoming OPeriod.

c. Functional area planning begins in earnest immediately following the morning FCO/SCO Staff Meeting, during which the priorities for the next OPeriod will be announced. Following that meeting, ERT functional areas will individually develop operational objectives which support the priorities designated by the FCO. These objectives will be identified on one or more ERT Action Planning Worksheets (FEMA Form 90-130; refer to the example at Figure IV-4) and delivered at the Action Planning Meeting for discussion, validation, and integration into the OPeriod Action Plan. Prior to turning in a completed ERT Action Planning Worksheet, individual functional areas are responsible for coordinating and deconflicting actions and activities with other ERT elements supporting the same objectives.

d. Following the FCO’s determination of priorities at the beginning of every OPeriod, the Planning Coordinator will prepare and distribute -- to each ERT functional area --a separate ERT Action Planning Worksheet for each FCO priority.

(1) The Planning Coordinator fills in the top portion (disaster number, ERT Element, OPeriod, and blocks 1, 1a, 1b, and 1c) of each worksheet. Copies will then be distributed to each ERT element or functional area designated as lead or support in sub-blocks 1b and/or 1c. Worksheets should be distributed to each functional ERT element/area no later than one hour following the announcement of FCO priorities.

(2) ERT functional areas can begin developing supporting objectives *prior* to delivery of the individual objective worksheets, but use the worksheets to record and detail their functional planning. The worksheet format allows up to three separate objectives to be listed for each supported priority. If more than three objectives will be listed, use additional worksheets. All objectives must be coordinated with other supported or supporting ERT elements. Completed worksheets will be expected and collected at the Action Planning Meeting.

d. Planning Coordinators must be very familiar with the ERT Action Planning Worksheet (depicted at Figure IV-4) and able to explain and advocate its use to ERT element representatives. It is highly recommended that Planning Coordinators schedule and brief the ERT Action Planning Worksheet to ERT elements (the chiefs of other sections, branches, and major functional areas) at the earliest opportunity. Action planning is likely to be far more successful if properly and thoroughly explained at the outset of the response effort. ERT elements will support the Action Planning process if they understand how it functions and, more importantly, how it supports ERT operations.

**Figure IV-4 - FF90-130, ERT Action Planning Worksheet**

<b>FEDERAL EMERGENCY MANAGEMENT AGENCY</b> <b>ERT ACTION PLANNING WORKSHEET</b>				
<i>Complete a separate worksheet for each supported FCO Priority</i>				
<b>Disaster Number:</b>				
<b>Your ERT Element:</b>				
<b>For OPeriod:</b>		<b>Beginning:</b>		<b>Ending:</b>
<b>1. Specific FCO Priority this Action Planning Worksheet Supports:</b>				
<b>a. FCO Priority:</b>				
<b>b. Lead ERT Element:</b>		<b>c. Supporting Elements:</b>		
<b>2. Operational Objectives that Support Accomplishment of the Above Priority:</b>				
<b>a. Operational Objective:</b>				
<b>(1) Time Required to Complete Objective:</b>		<b>(2) Lead POC</b>		<b>Name:</b>
				<b>Number:</b>
<b>(3) Support Required from other ERT Elements:</b>				
<b>(4) Factors that may Impact Success:</b>				
<b>b. Operational Objective:</b>				
<b>(1) Time Required to Complete Objective:</b>		<b>(2) Lead POC</b>		<b>Name:</b>
				<b>Number:</b>
<b>(3) Support Required from other ERT Elements:</b>				
<b>(4) Factors that may Impact Success:</b>				
<b>c. Operational Objective:</b>				
<b>(1) Time Required to Complete Objective:</b>		<b>(2) Lead POC</b>		<b>Name:</b>
				<b>Number:</b>
<b>(3) Support Required from other ERT Elements:</b>				
<b>(4) Factors that may Impact Success:</b>				
<b>APPROVED BY:</b>		<b>Typed and Signed Name of Approving Official:</b>		

FEMA Form 90-130, May 00

### 3. **Stage THREE: The Action Planning Meeting**

a. The third stage of the OPeriod Action Planning Cycle is the Action Planning Meeting, during which the ERT Objectives developed during Stage 2 are collectively reviewed, reconciled and unified. Essentially, the Action Planning Meeting is where the various ERT functional area leaders meet to outline and collectively unify their “to-do” lists for the next OPeriod.

1. The OPeriod Action Planning Meeting ideally takes place in the afternoon, following development of priority-supporting objectives by the functional areas. The Action Planning Meeting is the stage in the Action Planning process where ERT functional area leaders come together to discuss and meld their individually developed objectives into a unified set of ERT objectives for the upcoming OPeriod. Ideally, the meeting will be held as late in the day as possible, permitting ERT functional areas the opportunity to assess and factor the status of current OPeriod activities into their developmental deliberations.

2. Attendance at the OPeriod Action Planning Meeting is locally determined, but it is recommended that participation be restricted to key functional area leaders and personnel. Because it is an operational meeting, attendance by observers and non-participants should be prohibited or discouraged. Figure IV-5 outlines a list of standard and common situational OPeriod Action Planning Meeting participants.

**Figure IV-5 - OPeriod Action Planning Meeting Participation**

STANDARD SITUATIONAL	PARTICIPANT
STANDARD	Federal Coordinating Officer (FCO) or Deputy FCO
STANDARD	Information and Planning Section Chief
STANDARD	Logistics Section Chief
STANDARD	Operations Section Chief
<b>SITUATIONAL</b>	-- Operations Support Branch Chief
<b>SITUATIONAL</b>	-- Human Services Branch Chief
<b>SITUATIONAL</b>	-- Infrastructure Support Branch Chief
<b>SITUATIONAL</b>	-- Emergency Services Branch Chief
<b>SITUATIONAL</b>	-- Emergency Support Function Representatives
<b>SITUATIONAL</b>	Defense Coordinating Officer (DCO)
STANDARD	Administration Section Chief
STANDARD	Deputy FCO for Mitigation
STANDARD	Comptroller
<b>SITUATIONAL</b>	Community Relations Coordinator
STANDARD	Public Information Officer (PIO)
<b>SITUATIONAL</b>	Congressional Liaison Officer (CLO)
<b>SITUATIONAL</b>	Small Business Administration Representative
STANDARD	State Coordinating Officer (SCO) or Deputy SCO
<b>FACILITATOR</b>	Planning Coordinator or Planning Support Branch Chief

3. The Planning Coordinator or Planning Support Branch Chief will facilitate all OPeriod Action Planning Meetings. The Information and Planning Section Chief, as a standard meeting participant, must strive to avoid performing the facilitator role.

4. Facilitators must be forceful and professional. Keep the pace of the meeting fast and on target. Strive to complete the meeting in 30 minutes or less. The use of visual aids can be an effective facilitating tool. The most effective aids are those that focus participant attention on the meeting goals, namely, supporting the FCO priorities and unifying functional objectives. The recommended method of visually preparing for an Action Planning Meeting is described in the steps below.

a. Step 1: Collect the completed ERT Action Planning Worksheets from each functional area one hour prior to the Action Planning Meeting, and, from those worksheets, prepare a preliminary Action Plan, using the format at Figure IV-7.

b. Step 2: Reproduce, using a page-enlarging device (such as a Pro-Image Enlarger or Plotter-style Printer) poster-sized copies of each preliminary Action Plan page, and mount on an easel in the Situation (or other meeting) Room.

c. Step 3: Print and provide hand-out copies of the preliminary Action Plan to all meeting representatives.

d. Step 4: Print and hand out copies of the current Action Plan to each meeting representative.

5. The OPeriod Action Planning Meeting should always be conducted in the Situation Room (SITROOM). Supporting displays are already available to support deliberations and discussion, and everyone will be familiar with the room's configuration. At the beginning of every planning meeting, the facilitator should routinely:

a. Direct the attendee's attention to (and insist on their compliance with) the SITROOM Meeting Rules, which should be posted in a prominent, clearly visible location. An example rules list is depicted at Figure III-23.

b. Identify and introduce any standard or situational participants who are attending for the first time.

c. Refer to and outline the meeting agenda (which should also be displayed in a prominent, clearly visible location), note the time allocated for the meeting, and stress the need for all participants to stay focused. An example agenda is depicted at Figure IV-6, Example OPeriod Action Planning Meeting Agenda.

**Figure IV-6 - Example OPeriod Action Planning Meeting Agenda**

AGENDA ITEM	TIME ALLOCATED
Meeting Rules and Agenda	3 minutes
Outline FCO Priorities	2 minutes
Review Individually Developed Operational Objectives	10 minutes
Identify Critical Issues and Requirements	10 minutes
Agree on Final Objectives for Next OPeriod	5 minutes
Adjourn	TOTAL: 30 minutes

6. Once the rules, agenda, and introductions have been made, the facilitator should quickly begin the meeting proper. The following meeting steps/activities mirror the agenda depicted in Figure IV-6.

a. Outline the FCO Priorities. These should be listed on the enlarged preliminary Action Plan, and on the handouts. Distinguish between new and carryover priorities.

b. Review Individually Developed Operational Objectives. For each FCO priority, read the supporting objectives (*every FCO Priority must be supported by at least one operational objective*). For each objective:

(1) Confirm the responsible ERT element.

(2) Confirm that the objective does not conflict with any other ERT objectives, actions, or activities.

(3) Confirm that any required cross-functional area support has been coordinated with the applicable ERT element(s).

(4) Verify that the objective actually supports the FCO priority under which it is listed.

c. Identify Critical Issues and Requirements. Identify any critical concerns that impact, or may impact, completion of a planned objective. This can be accomplished either as a separate activity following the above by-objective review, or in tandem with the above.

d. Agree on Final Objectives for Next OPeriod. Once the group has reviewed all planned objectives and identified and dealt with any associated critical concerns, poll attendees to obtain a consensus.

e. Adjourn. End the meeting. No active participant (standard or situational) should ever leave an OPeriod Action Planning meeting feeling his/her concerns or issues were not addressed, or were given short shrift. However, the meeting must not be allowed to degenerate into a non-productive exchange of opinions



or operationally irrelevant discussion. For those concerns that do not impact the objective development process, the facilitator should cut short the discussion and request that the issue be addressed and resolved after the meeting.

#### **4. Stage FOUR: The Action Plan**

a. The fourth and final stage of the OPeriod Action Planning Cycle is the development of the Action Plan, which outlines the major actions and activities the ERT will take during the next operational period. The Action Plan represents the culmination of a succession of progressively more specific and detailed planning activities accomplished during stages one through three of the OPeriod Action Planning Cycle. Those activities (as depicted in the OPeriod Action Planning Cycle at Figure IV-2), are (1) the establishment of *priorities* by the FCO; (2) the development of *priority-supporting objectives* by the various ERT elements; and (3) the collective review and unification of those objectives via the *OPeriod Action Planning Meeting*.

b. Individual ERT elements prepare ERT Action Planning Worksheets for each Operational Objective they are responsible to support, and have ready for collection no later than 1 hour prior to the Action Planning Meeting.

c. Following the Action Planning Meeting, the Planning Specialist will prepare the ERT OPeriod Action Plan (refer to the standard Action Plan format, FEMA Form 90-131, at Figure IV-7). The Action Plan lists each FCO Priority, all supporting Operational Objectives, and any significant critical issues or requirements. This consolidated Action Plan is then presented to the FCO for approval and circulated to all ERT elements as the ERT baseline for operational activities during the next operational period.

d. As a *planning* document, the Action Plan should *not* be used to list the status of objectives from the previous OPeriod. Such information should instead be listed in both the Daily Intelligence Summary and Situation Report.

e. The Planning Specialist is not a planner, per se. Although the Planning Specialist is responsible for *preparing* the Action Plan from the operational planning inputs provided by other elements of the ERT, this is largely an analytical packaging process, and involves little-to-no actual planning. The Planning Specialist's primary responsibilities within the OPeriod Action Planning process are to:

(1) Carefully analyze the operational objectives of ERT elements to ensure they are unified and support the FCO priorities.

(2) Identify any planning deficiencies or conflicts that require resolution.

(3) Prepare a functionally integrated and thoroughly validated Action Plan for the next operational period, using the format depicted at Figure IV-7.

**Figure IV-7 - FF90-131, ERT Operational Period Action Plan Format**

FEDERAL EMERGENCY MANAGEMENT AGENCY ERT OPERATIONAL PERIOD ACTION PLAN			
<b>Disaster Number:</b>			
<b>For OPeriod:</b>	<b>Beginning:</b>		<b>Ending:</b>
<b>a. FCO Priority:</b>			
<b>(1) Operational Objective:</b>		<b>Lead ERT Element:</b>	
<b>(2) Operational Objective:</b>		<b>Lead ERT Element:</b>	
<b>(3) Operational Objective:</b>		<b>Lead ERT Element:</b>	
<b>b. FCO Priority:</b>			
<b>(1) Operational Objective:</b>		<b>Lead ERT Element:</b>	
<b>(2) Operational Objective:</b>		<b>Lead ERT Element:</b>	
<b>(3) Operational Objective:</b>		<b>Lead ERT Element:</b>	
<b>c. FCO Priority:</b>			
<b>(1) Operational Objective:</b>		<b>Lead ERT Element:</b>	
<b>(2) Operational Objective:</b>		<b>Lead ERT Element:</b>	
<b>(3) Operational Objective:</b>		<b>Lead ERT Element:</b>	
<b>d. FCO Priority:</b>			
<b>(1) Operational Objective:</b>		<b>Lead ERT Element:</b>	
<b>(2) Operational Objective:</b>		<b>Lead ERT Element:</b>	
<b>(3) Operational Objective:</b>		<b>Lead ERT Element:</b>	
<b>ATTACHMENTS</b>	<input type="checkbox"/> ACTION PLANNING WORKSHEETS <input type="checkbox"/> OTHER: (IDENTIFY) _____		
<b>SCO APPROVAL:</b>	<b>SCO Name and Signature:</b>		
<b>FCO APPROVAL:</b>	<b>FCO Name and Signature:</b>		

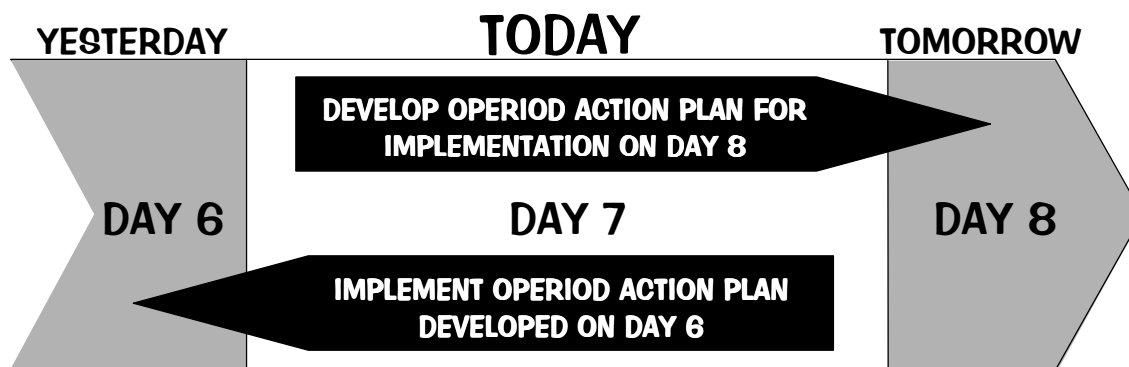
## E. THE OPERATIONAL PERIOD (OPERIOD)

1. An OPeriod is a specific time period that serves as the baseline for planning, coordinating and accomplishing ERT operations and activities. It is established by the FCO based on recommendations from the Operations Section Chief and Information and Planning Section Chief.

2 The OPeriod duration is based on the urgency of the disaster situation, and how often the response leadership needs to formally assess the status of response operations and activities. At the outset of a catastrophic disaster, when the ERT may be operating around-the-clock, the OPeriod may be set at 12 hours. Normally, however, the OPeriod is initially established at 24 hours, but may be lengthened to 48 hours or more once the response operation enters the recovery phase.

3. A key aspect of OPeriod Action Planning is that it takes place during the operational period *preceding* its application. For example, on D-Day + 7 (i.e., seven days after the disaster impact or declaration date), the ERT will commence and conclude OPeriod Action Planning for D-Day + 8 (assuming a 24-hour OPeriod). However, the ERT will be implementing the OPeriod Action Plan that was developed on D-Day + 6. Because Action Planning for the next OPeriod begins before the current OPeriod has ended, it is recommended that the Action Planning Meeting be held as late in the OPeriod as operationally feasible. Ensure sufficient time is available to prepare, coordinate, and distribute the next OPeriod Action Plan. The preceding example is reflected in the diagram at Figure IV-8, ERT OPeriod Activities.

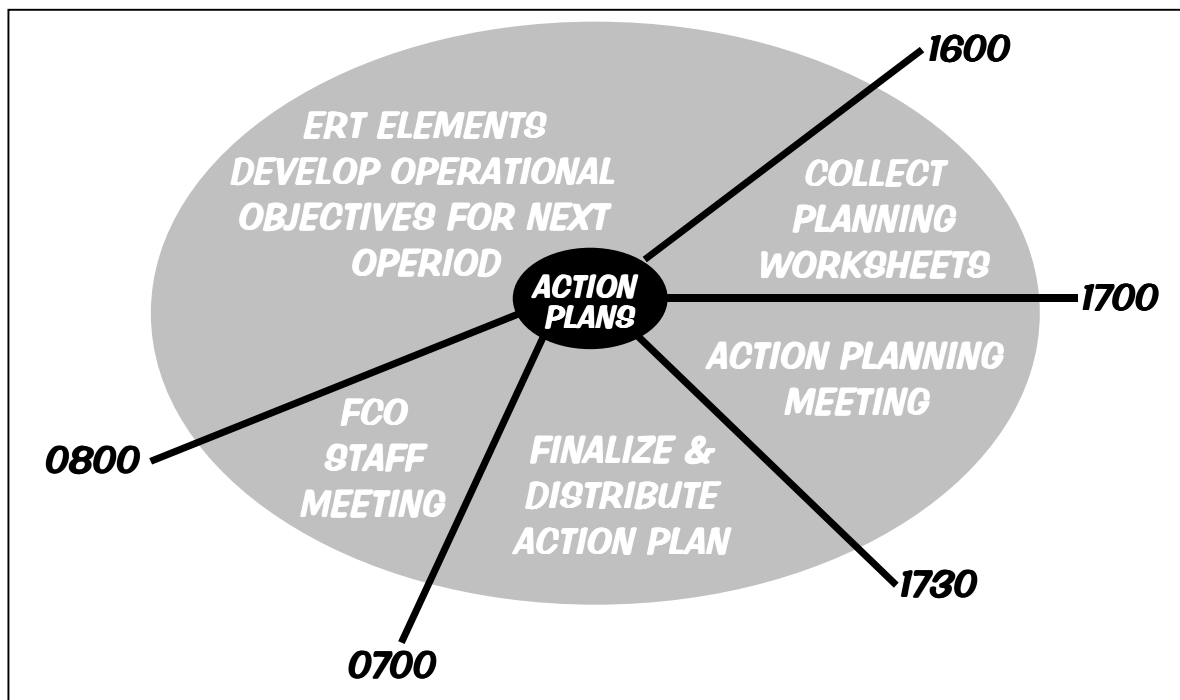
**Figure IV-8 - ERT OPeriod Activities**



## F. THE OPERIOD ACTION PLANNING SCHEDULE

A schedule of OPeriod Action Planning activities and timelines must be established and articulated to all ERT elements. Everyone on the ERT should be aware of and understand the schedule of planning activities. A standard, baseline schedule for planning (based on either a 12 or 24-hour OPeriod) is provided at Figure IV-9. However, this is merely a recommendation. OPeriod Action Planning Schedules must ultimately be based on a number of situational factors.

**Figure IV-9 - Standard Baseline OPeriod Action Planning Schedule**



## G. CONTINGENCY PLANNING

1. How would the ERT continue to function if the DFO and all its equipment and documentation were suddenly destroyed by a major aftershock and resulting fire? Or, if a Category 4 hurricane were approaching; what elements of the DFO (personnel, equipment, records) would be evacuated, and to where? Clearly, waiting until *after* either threat has actually materialized may be too late to ask -- and answer -- such questions. Instead, procedures and responsibilities for responding to such an event must be coordinated and in place *before* the event happens. The vehicle for capturing these procedures and responsibilities is the Contingency Plan.

2. The purpose of contingency planning is to prepare for events or threats which, were they to occur, would adversely impact ERT or response operations. Although not every threat is a legitimate contingency planning candidate, every ERT should, as a minimum, develop a contingency plan that outlines relocation and reconstitution procedures and responsibilities. *ERT relocation* involves planning for a sudden requirement to relocate the ERT to a new facility. *DFO reconstitution* involves planning for a requirement to reconstitute a suddenly destroyed or unusable DFO. Note that while a DFO reconstitution scenario would automatically involve relocation of the ERT, the reverse is not necessarily true. An ERT relocation could be required due to a temporary situation (e.g., approaching hurricane) or facility problem (e.g., contaminated water supply), neither of which involves the destruction of ERT equipment and loss of records. Although no specific format is prescribed for contingency planning, an example ERT Contingency Plan outline is provided at Figure IV-10.

**Figure IV-10 - ERT Contingency Plan Outline Example**

<b>Title Page</b>
<b>Table of Contents</b>
<b>Plan Overview</b>
<b>Basic Plan</b>
<b>Part 1 - ERT Relocation</b>
<b>Conditions for Implementation</b>
<b>Checklist of Actions and Responsibilities</b>
<b>Resource Requirements</b>
<b>Transportation</b>
<b>Communications</b>
<b>Equipment, Furniture and Supplies</b>
<b>Billeting</b>
<b>Other</b>
<b>Action Timelines</b>
<b>Supporting Information</b>
<b>Part 2 - DFO Reconstitution</b>
<b>Conditions for Implementation</b>
<b>Checklist of Actions and Responsibilities</b>
<b>Resource Requirements</b>
<b>Transportation</b>
<b>Communications</b>
<b>Equipment, Furniture and Supplies</b>
<b>Billeting</b>
<b>Other</b>
<b>Action Timelines</b>
<b>Supporting Information</b>
<b>Plan Review Schedule</b>

3. Contingency plans are developed to address one or more specific threats that may never occur, but which are likely to remain a source of concern or interest for the duration of the operation. Because these threats generally do not change over time, once the contingency plan is developed it usually requires only a periodic functional review to revalidate the planned and directed activities. It is recommended that the Planning Support Branch task each functional ERT area to revalidate their contingency planning actions and responsibilities on at least a monthly basis.

4. Once the conditions for implementation of the contingency plan (or portion thereof) are met, ERT personnel must be able to refer to a clear, logical, and unambiguous set of instructions for action. The vehicle for those instructions is a checklist, and it becomes the most important part of the contingency plan. It is crucial, however, that the checklist identify not only the actions that must be taken, but the ERT element(s) responsible for those actions. An effective contingency plan checklist must:

a. List, in sequential order, all actions to be automatically initiated once the conditions for implementation are met.

b. List all actions to be considered for implementation, based on the exact circumstances of the prompting condition.

c. Clearly identify which ERT elements, functional areas, and/or staff positions are responsible for *initiating and accomplishing* which action(s).

d. Clearly identify which ERT elements, functional areas, and/or staff positions are responsible for *supporting accomplishment* of which action(s).

5. Figure IV-11 depicts an extract from a sample contingency plan checklist. Note that the first two columns reflect whether the action is to be implemented automatically (A) or considered for implementation (C).

**Figure IV-11 - Sample Contingency Plan Checklist (Extract)**

A	C	Checklist #	Action	Responsible ERT Component	Supporting ERT Component(s)
A		A-31. ____	Locate and contract sufficient billeting accommodations for 200 non-local ERT personnel.	Admin Section	Logistics Section
	C	A-32. ____	Locate and contract sufficient billeting accommodations for 100 contingency support personnel	Admin Section	Logistics Section
A		O-18. ____	Implement standby helicopter support to shuttle key personnel and records to designated locations.	Operations Section ESF-1	Log Section DCO
	C	A-33. ____	Request police escort for personnel traveling out of endangered area with high-value equipment.	Admin Section	none

6. The Planning Support Branch should convene a contingency planning meeting at the earliest opportunity to begin relocation/reconstitution planning, as well as to identify any additional contingency planning requirements. This initial meeting should last no more than 30 minutes, and involve the FCO and representatives from each ERT element. The length or format of the final plan is irrelevant; what is important is that the planning takes place, and that all ERT elements be fully involved in the process. The Planning Support Branch must ensure that positive actions are identified to respond to realistic contingencies confronting or threatening the continuity of ERT operations.

7. The Planning Specialist is responsible for preparing (and maintaining the currency of) ERT contingency plans. This does not imply that the Planning Specialist is responsible for developing the strategic and tactical elements of the plan; those responsibilities remain with their respective functional advocates on the ERT. However, the Planning Specialist is responsible for pulling those elements together and packaging them in a concise plan that includes an executable cross-functional checklist. Within a

contingency planning environment, the primary responsibilities of the Planning Specialist are to:

- a. Carefully analyze the tactical inputs of each functional element to ensure they support the strategic goal of the contingency plan.
- b. Identify any functional planning conflicts or deficiencies. Refer these to the Planning Coordinator for resolution.
- c. Develop a cross-functional execution checklist that can be implemented immediately when the conditions for plan implementation are met.
- d. Integrate the validated inputs of each functional element into an effective contingency plan (refer to the format depicted at Figure IV-10).
- e. Review and update the approved contingency plan on a regular basis to ensure it remains current.

## **H. ERT MANAGEMENT PLANNING**

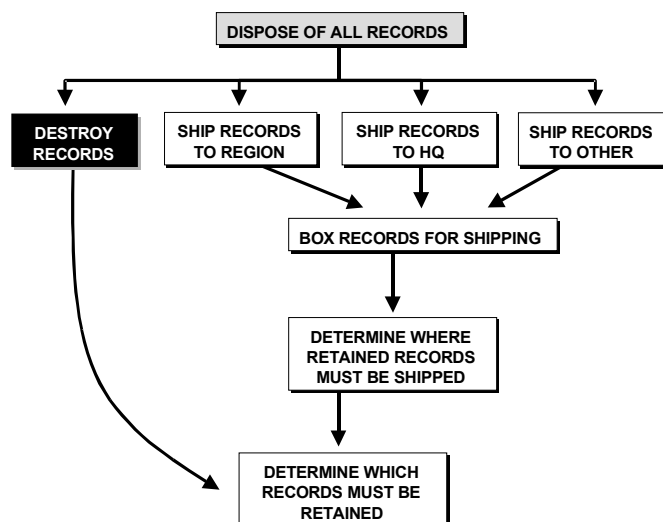
1. General. ERT activities revolve around OPeriod Action Planning, which guides the continuing and evolving operational response effort. However, because OPeriod Action Planning is focused almost exclusively on the immediate future, it is not designed to address long-range or organizational continuity concerns, such as the eventual closure of the DFO. Concerns such as these fall, instead, within the bailiwick of ERT Management Planning.

a. ERT Management Planning involves identifying known requirements (such as DFO closure), and developing a corresponding set of pre-coordinated actions to ensure those requirements are efficiently and effectively accomplished. Because this activity typically involves or affects every organizational component of the ERT, it is essential that every functional area be represented during the ERT Management Planning process.

b. Management planning is best accomplished in reverse. In other words, after designating a desired outcome (such as closure of the DFO), planners identify all requirements that must be met to achieve that outcome. Once all requirements have been identified, planners work backward to identify the sequence of actions that must be taken to fulfill those requirements, as well as develop any necessary supporting checklists. Reverse planning must be accomplished by each functional area supporting the end objective. The Planning Support Branch is responsible for integrating the planning efforts and requirements of individual functional areas into a coherent whole. Figure IV-12 depicts a reverse planning example. In this extremely simplified example, the ultimate planning goal is DFO closure, for which *Dispose of all Records* is a defined support objective. Note that, because the diagram is representing reverse planning, the arrows are reversed from the direction in which the

accompanying actions would actually be implemented. In other words, the arrows represent the direction of *planning*, not the order in which the actions would be taken.

**Figure IV-12 - Reverse Planning Example**



c. The Deputy FCO is the senior ERT Management Planning representative. The Planning Support Branch Chief (or Information and Planning Section Chief) should schedule a meeting with the Deputy FCO as soon as possible to outline the purpose and need for ERT Management Planning and to schedule an initial management planning meeting. ERT elements must be notified of the meeting purpose, time, and place and directed to provide a single knowledgeable attendee. As a minimum, meeting attendance

includes representatives from all four sections (Logistics, Administration, Operations, and Information and Planning), Mitigation, Comptroller, and Public Affairs. During this meeting -- organized and facilitated by the Planning Support Branch -- the following four key questions should be asked and answered:

(1) *Based on the situation and historical precedent, how long is the DFO anticipated to remain open?* (This will help determine if a strategic plan is required or desired.)

(2) *If the ERT will be replaced by another ERT (or substantial component thereof), when can that transition reasonably be expected to begin?* (This will help determine if and how soon a transition plan must be prepared.)

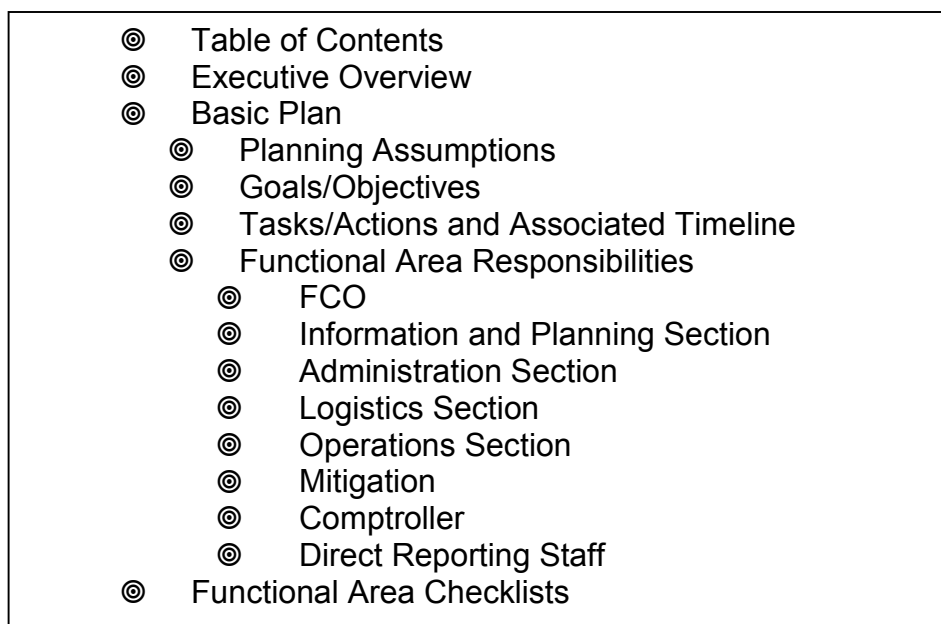
(3) *If the DFO is expected to remain open for an extended period of time, what key milestones will or are likely to affect staffing?* (This will help identify demobilization and/or transition opportunities.)

(4) *Are there any significant long-range recovery and mitigation concerns?* (This will help identify future staffing requirements.)

d. Although any extended future planning activity can be considered a form of management planning, three specific plan types are commonly required during ERT operations: the Transition Plan, ERT Demobilization Plan, and ERT Strategic Plan. A generic management plan outline is shown in Figure IV-13. Planning Support Branch personnel must tailor this outline to meet the specific needs of the planning impetus. It can also be tailored to fit ERT Special Planning requirements, such as development of a Debris Management or Temporary Housing Plan.



**Figure IV-13 - Generic Management Plan Outline**



e. The Planning Specialist is responsible for preparing (and maintaining the currency of) ERT management plans. This does not imply that the Planning Specialist is responsible for developing the strategic and tactical elements of these plans; those responsibilities remain with their respective functional advocates on the ERT. However, the Planning Specialist is responsible for pulling the functionally-provided elements together and packaging them in an appropriate planning form. When supporting the development of any ERT management plan, the primary responsibilities of the Planning Specialist are to:

(1) Carefully analyze the tactical inputs of each functional element to ensure they support the strategic goal of the particular management plan.

(2) Identify any functional planning conflicts or deficiencies. Refer these to the Planning Coordinator for resolution.

(3) Integrate the validated inputs of each functional element into an effective plan (refer to the generic management plan format depicted at Figure IV-13).

(4) Review and update the approved plan on a regular basis to ensure it remains current.

## **2. TRANSITION PLAN.**

a. A transition plan is used to facilitate a smooth, coordinated, and complete transfer of responsibilities from one organization to another. The two most common transfer impetuses are a mass changeover in personnel (e.g., an ERT-N being replaced by a Regional ERT) and a transfer of functional responsibility (e.g., from a demobilizing ERT to a state). For either, the Planning Support Branch's primary responsibility is to poll each functional area for inputs and integrate the results into a master transitional strategy, a.k.a. transition plan. (Note: a separate transition plan is not required if the necessary transition planning is incorporated in a demobilization or strategic plan.) To develop an effective plan, the Planning Support Branch must require (via management planning meeting) that each functional area:

(1) Identify all positions to be replaced and/or positional responsibilities that must be assumed.

(2) Prioritize, by functional area, the preferred positional replacement strategy. (For example, for a mass ERT changeover, the Operations Section Chief may prefer to delay his/her changeover until each of the Branch Chief positions has completed their changeovers.)

(3) Identify the key functional area knowledge and information that incumbents must pass on to replacements or state counterparts. Of particular importance is the identification and status of open or pending actions and activities.

b. To help facilitate a smooth transition process, the Planning Support Branch should schedule and orchestrate regular operational transition briefings for incoming personnel. These briefings should take place in the Situation Room, be provided once a day during the peak transition period (as needed off-peak), and address, at a minimum, the following:

(1) An overview of key decision and events from disaster inception (this can and should be derived from the Disaster Chronology maintained by the Documentation Branch).

(2) The current response and recovery situation (this can and should be a status briefing provided by the Situation Status Branch).

(3) An organizational overview of the ERT and state emergency response structures and key personnel.

(4) The FCO priorities.

(5) The OPeriod Action Planning Cycle.

(6) A transition timeline.

### **3. ERT DEMOBILIZATION PLAN.**

a. A demobilization plan outlines a coordinated process for reducing ERT staffing to functionally necessary levels and, ultimately, closing the DFO. Because demobilization affects every area and involves every individual of the ERT, the Planning Support Branch should commence demobilization planning as soon as possible. In general, this planning need not begin in earnest until after the immediate response stage has ended, and long-term disaster response and recovery implications and requirements are better understood.

b. It is important to note that the Information and Planning Section is responsible for coordinating the *development* of the Plan, but the Logistics and Administration Sections will be the primary agents for *implementation*. It is imperative, therefore, that knowledgeable representatives from both the Logistics and Administration sections be fully involved in and throughout the demobilization planning process. The Planning Support Branch must also ensure the host Region is involved in the process, particularly if the ERT is largely staffed with non-host Region personnel.

c. If the demobilization plan does not include thorough guidance for transitioning ERT functional responsibilities to the State (and Region), a separate transition plan must be developed. The following are the minimum components of a demobilization plan:

(1) A demobilization timeline reflecting planned/scheduled milestones.

(2) A phased functional staffing pattern based on and linked to the demobilization timeline.

(3) A list of key demobilization actions and requirements that must be completed by each functional area.

(4) A list of key DFO closure actions and requirements that must be completed by each functional area.

(5) An After-Action Report development and reporting schedule.

d. Whereas demobilization goals will remain fairly fixed throughout the life of the plan, the associated timelines are likely to require frequent adjustment in response to situational changes. It is recommended, therefore, that the Planning Support Branch coordinate with the Deputy FCO to schedule demobilization planning meetings on at least a twice-monthly basis.

e. A demobilization plan need not be separately developed if the appropriate planning is fully integrated in an ERT Strategic Plan.

#### **4. ERT STRATEGIC PLAN.**

a. The Strategic Plan outlines key long-range goals and associated forecast milestones of the ERT. Its primary purpose is to provide a master planning framework within which to conduct shorter-term functional area planning activities. The level of detail is normally determined by the complexity of the response/recovery situation and projected duration of the ERT operation.

b. Strategic goals form the foundation of the strategic plan. They represent where the FCO wants the ERT operation to be at selected times along a terminal timeline. Although the FCO is responsible for articulating the strategic ERT goals, they are based on deliberative input from major ERT elements and the SCO. Once established, these goals enable functional ERT elements to develop long-range objectives and estimated workload and staffing requirements.

c. Do not confuse strategic goals with FCO Priorities. Whereas an FCO priority is established to focus operational activities on an *existing* need or requirement, an FCO strategic goal is established to focus functional planning activities on a *future* requirement. And, while FCO priorities will change frequently over the course of a disaster response, strategic goals should remain relatively fixed.

d. The Planning Support Branch is responsible for coordinating the development and production of the ERT Strategic Plan. As with demobilization planning, strategic planning need not begin in earnest until immediate response operations have stabilized, permitting a clearer picture of long-term disaster response and recovery implications and requirements. Because strategic goals normally remain relatively static throughout the lifecycle of the response, the ERT Strategic Plan should not require much maintenance. It is recommended that strategic planning meetings be scheduled shortly after each major strategic milestone is achieved or was scheduled to occur. This will allow the Planning Support Branch to recalibrate the plan to accommodate any significant changes.

e. Although the ERT Strategic Plan is based on the FCO's Strategic Goals, the most operationally useful component is the timeline (and scheduled milestones). The timeline provides a ready reference for comparing where the ERT operation is relative to where the FCO wants it to be, as well as a visual planning reference for long-term functional planning activities. Therefore, the Planning Support Branch may find it desirable to keep an up-to-date, display-size strategic timeline posted in the Situation Room. An example timeline is depicted in Figure IV-15.

f. Areas to consider when developing a strategic plan include: FCO priorities, previous and present OPeriod Action Plans, response activities, long-term recovery considerations, future agency involvement, supporting agency mission responsibilities, environmental factors, organizational assessments, political issues, economic issues, personnel issues, mitigation issues and concerns, and Regional issues and concerns.

g. The Strategic Plan is guided by a Mission Statement that succinctly articulates the direction the Federal Coordinating Officer (FCO) has established for the response, recovery and mitigation missions. A Mission Statement is not measurable, but instead reflects a *strategic direction*.

h. Strategic planning should be as simple and straightforward as possible. The major elements/products of the process are described below:

(1) **Mission Statement**. The FCO, as the leader of the response effort, establishes and articulates the long-range direction of the response, recovery and mitigation effort. The FCO revisits and revises the Mission Statement as needed.

(2) **Strategic Goals**. The FCO, in consultation with the SCO, identifies long-range, or strategic goals (with desired dates of achievement) for the ERT to meet. The FCO revisits and, if necessary, updates the strategic goals on a regular basis.

(3) **Strategic Objectives**. The ERT functional area leaders (section chiefs, program area chiefs, etc.) identify actions (with projected dates of achievement) they can take to meet the FCO's strategic goals. These actions become strategic objectives. ERT functional area leaders revisit and update their objectives on a regular basis.

(4) **The ERT Strategic Plan**. The Information and Planning Section captures and maintains the above planning and strategizing in a timeline-based outline that is the ERT Strategic Plan. To support this process, the Section conducts regular strategic planning meetings to revisit and, where necessary, update strategic planning objectives.

i. The Information and Planning Section is responsible for coordinating the development and production of the ERT Strategic Plan. Typically, strategic planning does not begin *in earnest* until immediate response operations have stabilized, permitting a clearer picture of long-term disaster response and recovery implications and requirements. However, it may be situationally desirable to begin initial strategic planning early in the initial response phase, perhaps even as a preliminary activity at the Regional Operations Center. However, once the DFO is operational, responsibility for continued strategic planning will transition to the ERT.

j. Strategic planning meetings are crucial to developing the Strategic Plan itself, and should be held as often as necessary to assure its timely development. Once the plan has been developed and published, it is recommended that strategic planning meetings be scheduled shortly after each major strategic milestone is achieved or was scheduled to occur. This will allow the Planning Support Branch to recalibrate the plan to accommodate any significant changes. Because strategic goals normally remain relatively static throughout the lifecycle of the response, the ERT Strategic Plan should not require constant maintenance, nor is it likely to require major revision.

## 5. SPECIAL FUNCTION PLANS.

a. Special, highly-focused plans may be needed to support functional area activities. Examples include, but are not limited to:

- (1) Debris Management Plans
- (2) Temporary Housing Plans
- (3) Public Assistance Management Plans

b. Special Function Plans are typically strategic in nature, but focused on a specific goal or set of related goals. Because they support a narrow functional purpose, they are principally developed by the ERT element with oversight over the functional area. However, the Planning Support Branch will, on request, assist the functional area with required planning efforts and activities. This assistance includes such support as facilitating functional planning meetings and helping to format and organize the plan. However, actual plan development (writing) and coordination remains the responsibility of the functional area.

c. Keep the Special Function Plan as streamlined and simple as possible. Critical components in the plan are the specific objective, method(s) of achieving that objective, list of milestones, and a timeline. Include additional data only if it adds value to the final product.

### I. **TIMELINES**

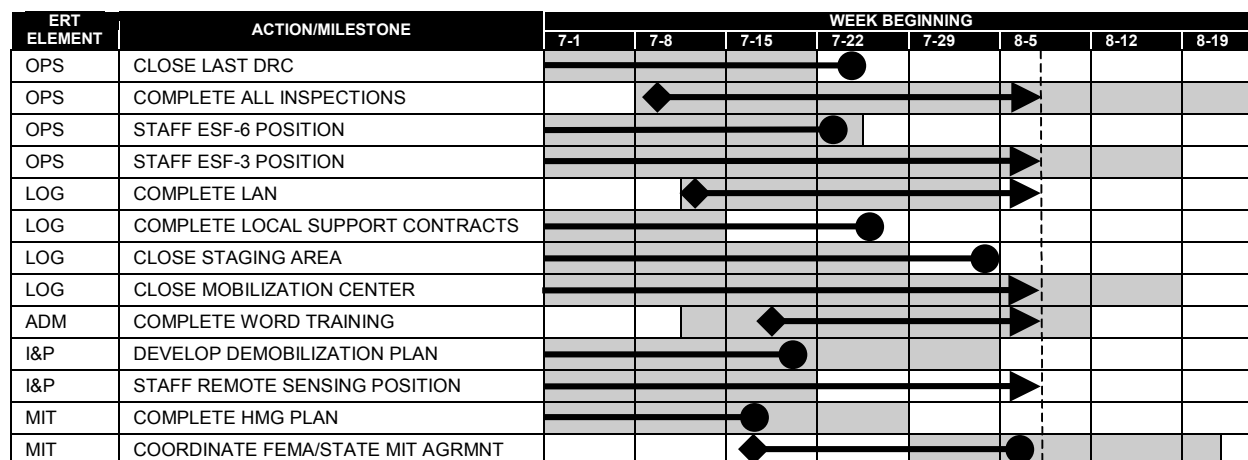
The timeline provides a basis for both planning and analysis; it is, therefore, both a principal tool for and product of the Planning Support Branch. The following figures depict an example timeline planning worksheet format (Figure IV-14) and an example timeline (Figure IV-15). A worksheet is provided to each functional ERT element for completion and returned to the Planning Support Branch, which uses the information to update the timeline. A number of software programs designed to support project management requirements are capable of producing timelines.

**Figure IV-14 - Timeline Planning Worksheet Format**

NO.	ACTION/MILESTONE	SCHEDULED START DATE	SCHEDULED COMPLETION DATE	PROJECTED STAFF REDUCTIONS	PREREQUISITE ACTIONS OR MILESTONES

In the example above, the worksheet solicits the impact of a particular action or milestone on staffing, i.e., will reaching a milestone result in a reduction in staffing? The last column identifies whether any other actions/milestones must be achieved/reached before the associated action can be started.

**Figure IV-15 - Timeline Example**



In the above example, the shaded areas indicate the scheduled lifespan of each action or milestone, while the lines indicate the actual status (diamond indicates start date, circle indicates stop date, and arrow indicates action continuing). The dashed vertical line represents the current date (day 8-8). Note that, in the above example, the first Mitigation action was a prerequisite to the second action. Because the first action was achieved earlier than planned, the second action was initiated early.

## J. ERT MEETING SCHEDULE AND CALENDAR

The meeting schedule should reflect standard operational and planning meetings, as well as any special activities, such as VIP visits, Federal/State Coordination meetings, etc. The schedule should be for the current OPeriod, and, to facilitate planning, should be posted above or next to a poster-size calendar of the current (and/or next) month. The Calendar should reflect all known recurring and special meetings, activities, and events scheduled during the month. The Meeting Schedule for the *next* OPeriod should be completed and posted at strategic areas in the DFO at the close of the DFO business day, to allow ERT personnel to check the day's schedule upon arrival the following morning.. An example display is provided at Figure IV-16.

**Figure IV-16 - Meeting Schedule and Calendar**

AUGUST 8 (TUESDAY) MEETING SCHEDULE						
TIME	MEETING/ACTIVITY					LOCATION
0730	Functional Activity Update Meeting ( <i>Ops Branch Chiefs/ESFs</i> )					SITROOM
0830	FCO Staff Meeting (and Operational Objective Status Briefing)					SITROOM
1000	Contingency Planning Meeting					SITROOM
1030	Financial Status Briefing					SITROOM
1100	Strategic Planning Meeting					SITROOM
1300	FCO/SCO Meeting w/Governor					State Capitol
1530	State/Federal Agreement Meeting					EOC Room 310
1700	Action Planning Meeting ( <i>Section Chiefs/ESFs</i> )					SITROOM
AUGUST						
SUN	MON	TUE	WED	THU	FRI	SAT
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6 aggressive&P =success aggressive&P =success	7 info&planningisetheonetruekeytoaneffe ctiveoperation info&planningisetheonetruekeytoaneffe ctiveoperation	8 aggressive&P =success aggressive&P =success	9 info&planningisetheonetruekeytoaneffe ctiveoperation info&planningisetheonetruekeytoaneffe ctiveoperation	10 aggressive&P =success aggressive&P =success	11 info&planningisetheonetruekeytoaneffe ctiveoperation info&planningisetheonetruekeytoaneffe ctiveoperation	12 info&planningisetheonetruekeytoaneffe ctiveoperation info&planningisetheonetruekeytoaneffe ctiveoperation
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